**I (US) CORPS**

*"America's Corps"*

**JBLM Sponsorship Handbook**

**"We're Stronger Together!"**

March 2015

This handbook belongs to: _____

# Preface

The Army is in transition and the added constraints of a downsizing force and future deployments create added strain on personnel and commands.  The Total Army Sponsorship Program (TASP), in conjunction with the Army Career Tracker (ACT) – Sponsorship functionality, provides trained and available sponsors equipped with the information and referral resources to assist Service Members (SM) during Permanent Changes of Station (PCS) moves.

Success of the sponsorship program is contingent upon the level of involvement by leaders at all levels.  I Corps recognizes that the sponsorship program, when effectively executed, supports readiness by mitigating stress while enhancing unit cohesion, resiliency and esprit de corps.

This guide was created to assist all stakeholders in the responsibilities prescribed in AR 600-8-8 and contains helpful, step-by-step instructions and practical advice.  This publication prescribes TASP for Active Army, DA Civilian employees, and Reserve Component (RC) Soldiers.  It provides principles of support, standards of service, policies, functions and tasks governing the program.  TASP and ACT are provided to help commanders exercise their basic responsibility to assist Soldiers, DA Civilian employees and Families successfully transit into and out of their commands.

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# Sponsorship Foreword / Problem Statement

The Army Family Action Plan Issue 609 states that TASP is not effectively implemented, utilized, monitored and inspected Army wide.  Soldiers arriving at some gaining installations/units do not benefit from having an assigned sponsor due to the sponsor not being adequately trained.  A Soldier's critical first impression may be negatively impacted due to inadequate sponsorship.  In an effort to address this issue, HQDA EXORD 08-12 ISA and DA Form 5434 (revised) were released, mandating sponsorship for Soldiers, DA Civilians and Family members.  These efforts provided guidance to standardize and sustain program operations through integration of functions between losing and gaining commands and measures compliance through the Command Inspection Program (CIP).

In September of 2013, the I Corps, Inspector General's Office conducted an inspection of TASP assessing the effectiveness of TASP in I Corps units at Joint Base Lewis-McChord (JBLM) for compliance with applicable policies, procedures and regulations.

BLUF – Sponsorship managers at JBLM, corps, division, and brigade levels are proactively managing their programs IAW HQDA EXORD 08-12 and IMCOM OPORD 12-065.  Gaining commands are receiving and properly disseminating requests for sponsorship to their subordinate organizations.  However, the execution of sponsorship programs at battalion and company levels were ineffective due to competing priorities and insufficient emphasis.  While most units have routinely received the names of inbound Soldiers in advance, many have not exercised sponsorship tasks to satisfy the intent of TASP.  Of the 240 Soldiers surveyed, only 20% were contacted by a sponsor prior to arrival; 32% received a "reactionary sponsor" once they arrived at their unit; 35% were never assigned a sponsor.

This handbook outlines the roles, responsibilities and tasks associated for each key player involved in TASP.  It is important to understand that this handbook provides a quick "one-stop" resource for leaders to assist in establishing and maintaining an effective sponsorship program.  The purpose of this handbook is twofold:

1) To provide step-by-step instruction on how to properly sponsor incoming Soldiers, Families and DA Civilians prior to their arrival on installation and;

 2) To provide commands and sponsors the necessary information to effectively receive and integrate their incoming personnel into the organization upon arrival to JBLM.

This handbook does not supersede or replace any Department of Defense (DoD) or Army regulations.  As of the publication date, the information in this handbook is current.  However, regulations are subject to change.

Before taking any final actions, leaders must refer to the appropriate Service-specific regulations.

# Chapter 1 – Sponsorship Introduction

Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to, and upon arrival, and may reduce instances of non-availability for newly arrived personnel. Engaged leadership is vital to an effective and successful sponsorship program. This handbook defines the processes, roles and responsibilities related to TASP and how it will be implemented within I Corps. It also provides Commanders/Directors, Leaders, and Soldiers with recommendations to effectively implement and maintain sponsorship programs within their respective units and formations. This handbook will be a living document and will require periodic updates. It serves as a guide to provide a quick "One Stop" guide to assist in operating a sponsorship program for units across the installation.

TASP has numerous gates and stakeholders involved in the program as well as specific timelines that must be adhered to so that incoming Soldiers are contacted as expeditiously as possible prior to their PCS (see figure 1-1). Advanced contact and assistance has a direct impact on decreasing the stress and challenges associated with a move to a different installation.
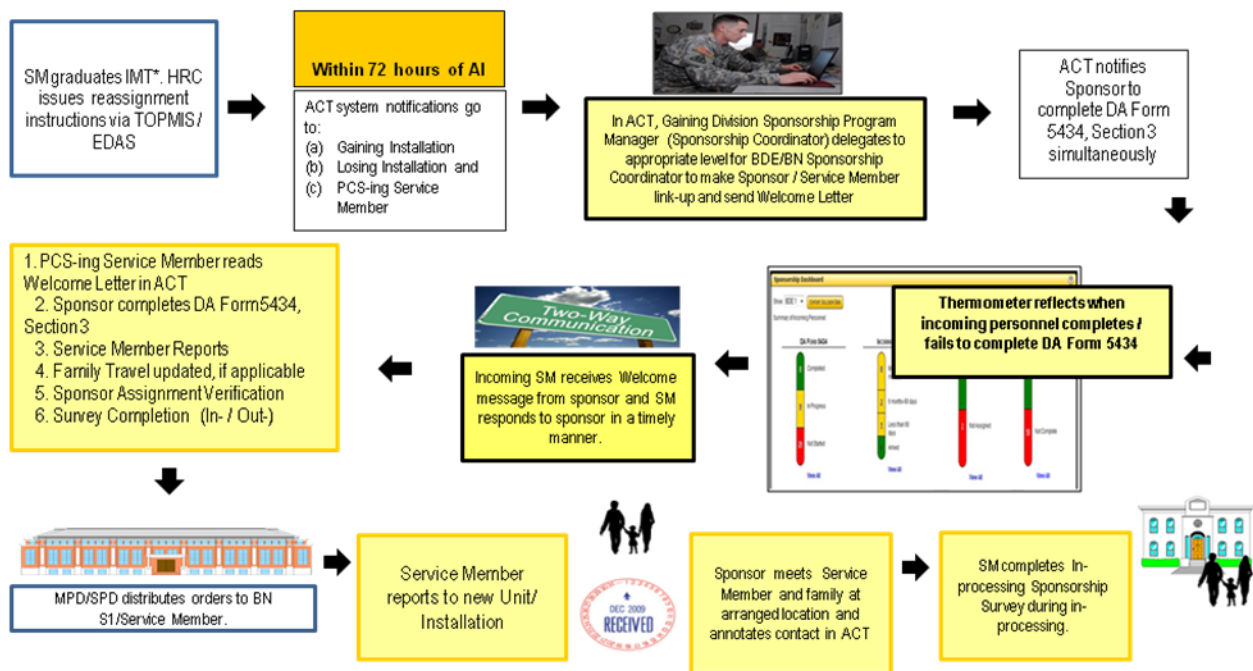
**Figure 1-1. Sponsorship Crosswalk**

# Chapter 2 – Commander/Activity Director Responsibilities

Sponsorship is a Commander's program. As a result, Commanders have several responsibilities to ensure an effective sponsorship program within their organizations.  Commanders will:

**1.  Appoint an individual (primary and alternate) to coordinate and manage the sponsorship program.**

    **a.** Sponsorship program managers will be appointed at every level of command starting at battalion level.  Sponsorship program managers will be SGT (E-5) or above and will be placed on appointment orders.

    **b.** Commanders will ensure that personnel identified as sponsorship program managers have longevity with the unit, and have been with the unit for at least 90 days.  It is common practice to appoint the unit strength manager to this role as they are familiar with incoming/outgoing Soldier assignments.

    **c.** Sponsorship program managers will be provided adequate time, equipment and support to conduct their duties by command.

**2.  Establish sponsorship programs throughout their commands for all Soldiers, DA Civilians and Family members.**

    **a.**  The sponsorship program is an important personnel function requiring command involvement. When units deploy, the responsibility for assigning sponsors remains with the unit's rear detachment commander.  This ensures that Soldiers are properly sponsored regardless of whether they will serve at home or before deploying into any contingency operations theater.

    **b.**  Commanders will ensure welcome letters are sent from the battalion commander (for officers), Command Sergeant Major (for enlisted Soldiers), or commander or activity director (for DA Civilian employees) to the incoming Soldier or DA Civilian employee within ten (10) days following receipt of DA Form 5434, Sponsorship Program Counseling and Information Sheet (see appendix C).

    **c.**  Sponsors will be appointed as part of the strength management process for military personnel. Sponsors for DA Civilian employees will be appointed by supervisors.

    **d.** Strength managers (if appointed as the sponsorship program manager) or commanders and supervisors will ensure that DA Form 5434 is forwarded and responded to in a timely manner.  Basic timeline standards:

        **i.**  Forward the DA Form 5434 received by higher echelons within three (3) working days of receipt.

        **ii.**  Appoint sponsors, unless the Soldier declines, within ten (10) calendar days of receipt of DA Form 5434.

        **iii.**  Forward the sponsor welcome letter and appropriate information within ten (10) calendar days of appointment.

    **e.** Sponsors will be provided to all ranks and pay scales through COL (O-6) and GS-15.

**f.** Ensure an Army Learning Management System (ALMS) trained sponsorship pool exists in the rank of SPC and above at the unit level and appoint only those individuals as sponsors who can represent the gaining unit in a positive manner. Sponsors should share the same demographical background as their sponsored Soldiers/Family. Rank, family structure and military occupation should be considered when assigning a sponsor. All efforts should be made to assign same gender sponsors. However, when a unit is unable to assign a female sponsor to an incoming female Soldier, the Battalion Commander will seek assistance from their higher headquarters.

**g.** Commanders will establish a pool of reactionary sponsors. Reactionary sponsors will be ALMS trained and used only in extreme cases. The reactionary sponsor is typically utilized when the newcomer is diverted or time between notification of assignment and arrival is significantly reduced. The reactionary sponsor pool will consist of each rank so that all incoming personnel can be assigned a sponsor upon arrival.

**h.** Appoint only those Soldiers who have been on JBLM for at least 90 days and have a minimum of 90 days stability upon the arrival of the sponsored Soldier. All efforts should be made to have one sponsor per newly arrived Soldier; at no time will a sponsor be responsible for more than five newly arrived Soldiers at one time. All sponsors should accompany their sponsored Soldiers to the JBLM Newcomers Installation Brief.

    **i.** Sponsors selected will be:

        **a)** In a grade equal to or higher than the incoming Soldier or DA Civilian employee, when practical; sponsors will be in the grade of E4 or above.

        **b)** Of the same gender, marital status, and military career field or occupational series as the incoming Soldier or DA Civilian employee, when feasible. Commanders will make every attempt possible to assign same-gender sponsors for Soldiers and DA Civilians, especially for first-term Soldiers.

        **c)** Familiar with the unit or activity and community.

    **ii.** The sponsor will normally not be:

        **a)** The person being replaced by the incoming Soldier or DA Civilian employee.

        **b)** Within 60 days of PCS.

**i.** Immediate face-to-face contact is imperative for a successful integration into a unit. Commanders will ensure that sponsors meet incoming Soldiers on their first day of in-processing the installation. In-processing Soldiers typically meet their sponsors at Waller Hall (Bldg 2140, Liggett Ave, JBLM).

**j.** Commanders will provide the new arrival with adequate time for in-processing. This should include minimizing family separation during this period to allow full integration at the new duty station (specifically field duties and temporary duty).

**k.** Commanders should establish a sponsorship feedback and recognition program. Sponsors will receive feedback on their performance. The effective sponsor should be recognized on the same basis as any other Soldier or DA Civilian employee performing in an exemplary manner. Recognition should be given by the appropriate commander and support existing award policies. The act of sponsorship and integration for new Soldiers, DA Civilian employees and their Families is a low-cost but labor-intensive

activity that, when performed with care, knowledge and sincerity will benefit the unit/activity, Soldier, employee and their Family.

**3. Monitor and evaluate the program.** Sponsorship is a commander's program. Success of the program is directly impacted by the efforts and emphasis placed on the program by commanders, command sergeants major and first sergeants. In order to monitor and evaluate sponsorship programs within their respective commands, leaders will utilize the following tools:

    **a.** Sponsorship Dashboard. The Sponsor Dashboard located on the Army Career Tracker (ACT) website (https://actnow.army.mil) can be utilized to monitor the status of incoming Soldiers to respective commands, how far out they are from arrival, as well as how many have received sponsors and have been contacted. Access can be obtained by contacting the Battalion Sponsorship Manager for "read only" access. Please see figure 2-1.
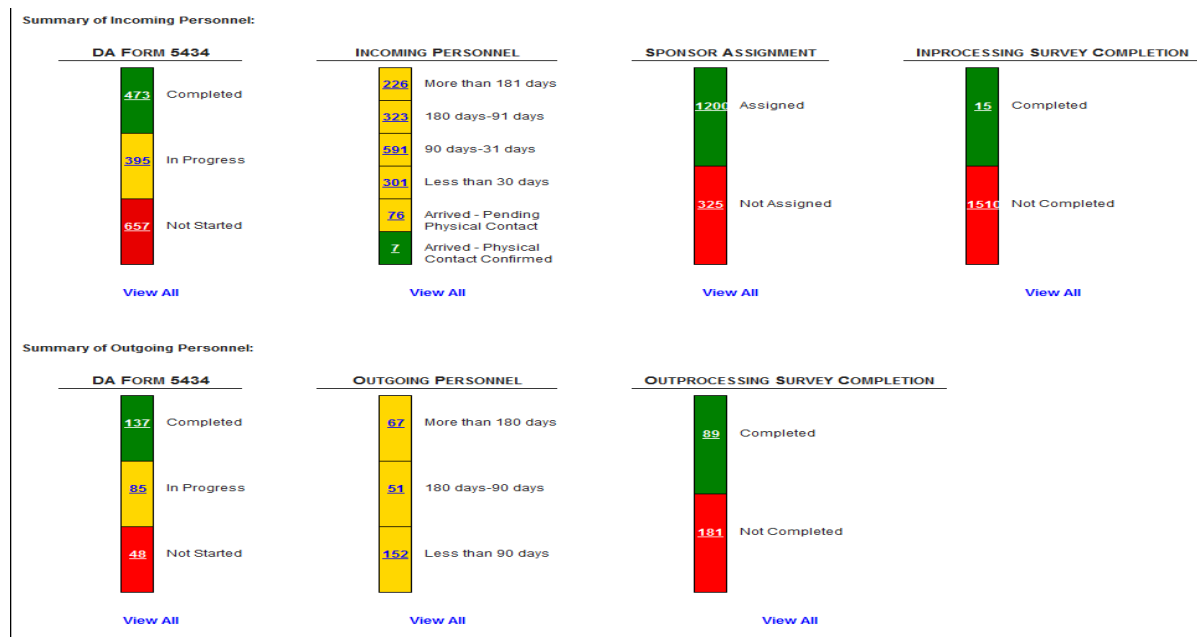


**Figure 2-1. ACT Sponsorship Dashboard**

    **b.** Sponsorship Surveys. Commanders have several different surveys available to assess their sponsorship programs upon arrival of a newly assigned Soldier. The ACT sponsorship website requires Soldiers to complete a DA Form 7274, Sponsorship Program Survey (see appendix D) within 14 days of arrival; additionally, battalion S1s will have the hard copy of this form filled out by in-processing Soldiers upon arrival to the unit. This copy will be forwarded to the battalion CSM for further analysis and subsequently forwarded to respective company command teams. Information obtained from this survey will be non-attribution and utilized to improve program execution.

    **c.** Command Inspection Program (CIP). Commanders will incorporate the sponsorship program into their annual CIP. The CIP occurs at battalion level commands and above and will be utilized to assess the effectiveness of the programs and processes and the adherence to current regulations, guidelines and policies. I Corps G1 has produced a Sponsorship Checklist which can be utilized/modified for units on JBLM (see appendix E). The checklist can be downloaded at:

**d.** I Corps Metrics.  The I Corps G1 monitors the sponsorship program across the installation. These metrics will be distributed to DIV/ESC and BDE commands for analysis and action (see figure 2-2).



**Total number of Soldiers Sponsored / Total number of Incoming Soldiers**

As of 20150123

| MSC | OCT 2014 | | | NOV 2014 | | | DEC 2014 | | | JAN 2015 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IN-COMING | SPON-SORED | % | IN-COMING | SPON-SORED | % | IN-COMING | SPON-SORED | % | IN-COMING | SPON-SORED | % |
| 7 ID | 958 | 732 | 76% | 870 | 691 | 79% | 980 | 866 | 88% | 861 | 707 | 82% |
| 593 ESC | 371 | 296 | 80% | 372 | 283 | 76% | 353 | 250 | 71% | 270 | 186 | 69% |
| I CORPS HQ | 47 | 43 | 91% | 49 | 45 | 92% | 52 | 43 | 83% | 44 | 39 | 89% |
| I CORPS (TOTAL): | 1376 | 1071 | 78% | 1291 | 1019 | 79% | 1385 | 1159 | 84% | 1175 | 932 | 79% |

*Data Source: JBLM MPD's Weekly Sponsorship Tracker*

**Figure 2-2.  I Corps Sponsorship Metrics**

# Chapter 3 – Incoming/Departing Soldier Responsibilities

Although sponsorship is a commander's program, it is unable to succeed simply on the efforts of the command.  Sponsorship is only effective if there is two-way communication between commands, sponsors and incoming Soldiers.  Incoming Soldiers must take a proactive stance when it comes to contacting units/sponsors to ensure they have a direct line of communication with their gaining organization.  In order to facilitate this two-way communication the following actions must be taken by the incoming Soldier:

**i.   Complete DA Form 5434.**  Within 72 hours of receiving assignment instructions, access ACT Sponsorship tab and complete sections 1, 2, 4 and 5 of the DA Form 5434 (see figure 3-1).  DA Form 5434 is used to transmit sponsorship requirements to gaining commands, allowing the organization the ability to assign a sponsor and facilitate contact with the incoming Soldier.  Ensure each portion is completed in its entirety so that assigned sponsors can assist with and provide information on all aspects of the upcoming transition (child care, schooling, pets, etc.).  In addition to the automated DA Form 5434 within ACT, a hardcopy of this form will be filled out with the BN S1 for forwarding and action.



**Figure 3-1.  DA Form 5434 (Section 1 & 2)**

**4. LOSING UNIT/ACTIVITY INFORMATION:** *If additional space is necessary, please attach your documentation to the form)*

a. Losing Unit/Activity:

b. Unit CDR/Supervisor:

Phone number:

Email address:

c. Unit 1SG/Supervisor:

Phone number:

Email address:

d. TASP Unit Coordinator:

Phone number:

Email address:

**5. FAMILY CONSIDERATIONS:** *If additional space is necessary, please attach your documentation to the form)*

a. Housing requirements *(check one)*:
☐ On-post housing  ☐ Off-post housing

b. Pets: ☐ Yes ☐ No
If yes, list pet and type:

c. Child care requirements: ☐ Yes ☐ No

d. Spousal Employment Info: ☐ Yes ☐ No
If yes, list type of work:

e. List of local schools: ☐ Yes ☐ No

f. Contact by Unit Family Readiness Group *(FRG)*:
If yes, list Email address: ☐ Yes ☐ No

g. Additional comments:

**Figure 3-1 (continued).  DA Form 5434 (Section 4 & 5)**

**ii. Contact the JBLM Sponsorship White Cell.** The JBLM Sponsorship White Cell was established to serve as a liaison between units located on the installation, IMCOM, and Soldiers, DA Civilians and their Families placed on assignment to JBLM.  The White Cell provides sponsorship information to all incoming Soldiers and their families.  The White Cell can be contacted at 253-966-9308, 253-967-2458/4512/1173/3341. Questions may also be sent to usarmy.jblm.imcom.list.dhr-mpd-es@mail.mil. Soldiers not receiving sponsor information either through ACT or via email/phone may contact the White Cell for further assistance.

**iii. Utilize the JBLM Sponsorship Webpage.**  Incoming Soldiers have numerous sources of information available to them at the touch of a button.  By utilizing the JBLM Sponsorship Page (http://www.lewis-mcchord.army.mil/dhr/ag/sponsorship.htm), Soldiers can find Sponsorship Program Manager POC information for each unit on the installation.  These POCs will ensure that inbound personnel have a sponsor both prior to arrival and upon arrival to the installation.  If Soldiers are unsure or do not have pinpoint assignments to a specific unit, they may contact the Sponsorship White Cell for further assistance on obtaining a sponsor.

**iv. Maintain contact.**  Successful and effective sponsorship is accomplished with the establishment and maintenance of two-way communication.  Throughout the entire transition process, incoming Soldiers must remain in contact with their assigned sponsor and provide any changes to their status, to include their Families.

**v. Moving checklist for inbound Soldier/Employee.**  Figure 3-2 provides a useful checklist which can be utilized by incoming personnel as a quick reference guide.  This checklist provides steps which can be taken 30 days out to assist in a smooth transition to JBLM.  Preparing well in advance of the actual PCS can ensure adequate time to find lodging, hotels, schools, and other requirements that must occur at the new installation.

| Complete | 30 Days Before Move |
|---|---|
| | Give notice required by the lease to your landlord if you live off base (if applicable).  Provide him or her with a written notice and keep a copy. |
| | Prepare an inventory of goods. |
| | Notify post office of new address and fill out change of address cards. |
| | Gather medical and dental records. |
| | Check and clear tax assessments (if applicable). |
| | Notify insurance company of move before goods are packed. |
| | Check out auto licensing and insurance requirements. |
| | Notify schools and have transcripts forwarded. |
| | Arrange pet shipment and be sure immunization record is up to date. |
| | Make travel plans. |
| | Make hotel reservations, and reconfirm at a later date. |
| | Decide which items to give to charity (if any).  Obtain a signed receipt for use for filing of taxes returns if you itemize on your taxes. |
| **Complete** | **Two Weeks Before Move** |
| | Collect clothing items to clean and repair. |
| | Return borrowed items and collect loaned items. |
| | Transfer or close out banking accounts if desired. |
| | Arrange to have utilities disconnected. |
| | Have your car tuned-up for the trip; check oil, water, battery and tires. |
| **Complete** | **One Week Before Move** |
| | Pack suitcases. |
| | Plan travel games and activities for all Family members. |
| | Place suitcases/carryon baggage in a closet away from movers. |
| | Withdraw contents of your safe deposit box (if applicable). |
| | Cancel services for home (lawn, newspaper, etc.). |
| **Complete** | **Day Before Move** |
| | Empty refrigerator and defrost freezer.  Let stand with door open for 24 hours. |
| **Complete** | **Moving Day** |
| | Have phone numbers of the movers and personal property office available. |
| | Be present or have a friend there to answer questions from the movers. |
| | Accompany the movers when the conduct the inventory of things to be moved.  Ensure you have pictures of all high value items and serial numbers of electronics (TVs, Blu-Ray, Stereo, etc.). |
| | Sign and save a copy of all moving documents.  Ensure the delivery address if correct. |
| | Confirm delivery date and time. |
| | Before leaving the home, complete a walk-through and check each room and closet.  Make sure all windows and doors are locked and lights have been turned off. |

**Figure 3-2. Moving Checklist**

# Chapter 4 – Unit Sponsorship Program Manager Responsibilities

This chapter describes the roles and responsibilities of the Unit Sponsorship Program Manager.  The Unit Sponsorship Program Manager (SPM) plays a vital role in working with the reassignments section at the local MPD and units within their command.  The program manager is typically the unit strength manager for the organization; this is beneficial as the strength manager already has oversight of incoming Soldiers and the responsibility of assigning them to subordinate organizations.  Sponsorship Program Managers should be placed on official appointment orders signed by their respective commanders.  Commanders will ensure that managers have adequate time and assets available to accomplish their duties.

**1.  Assign incoming Soldiers to units:**   Sponsorship Program Managers will utilize the sponsorship portal located on the ACT Website (https://actnow.army.mil) to assign incoming Soldiers/DA Civilians to specific units within their command.  To accomplish this task SPMs will complete the following steps for each incoming Soldier to their command:

   **a.**  Once logged into ACT sponsorship tab, click on the "incoming personnel" hyperlinks which are the respective numbers associated with each timeframe (see figure 4-1).
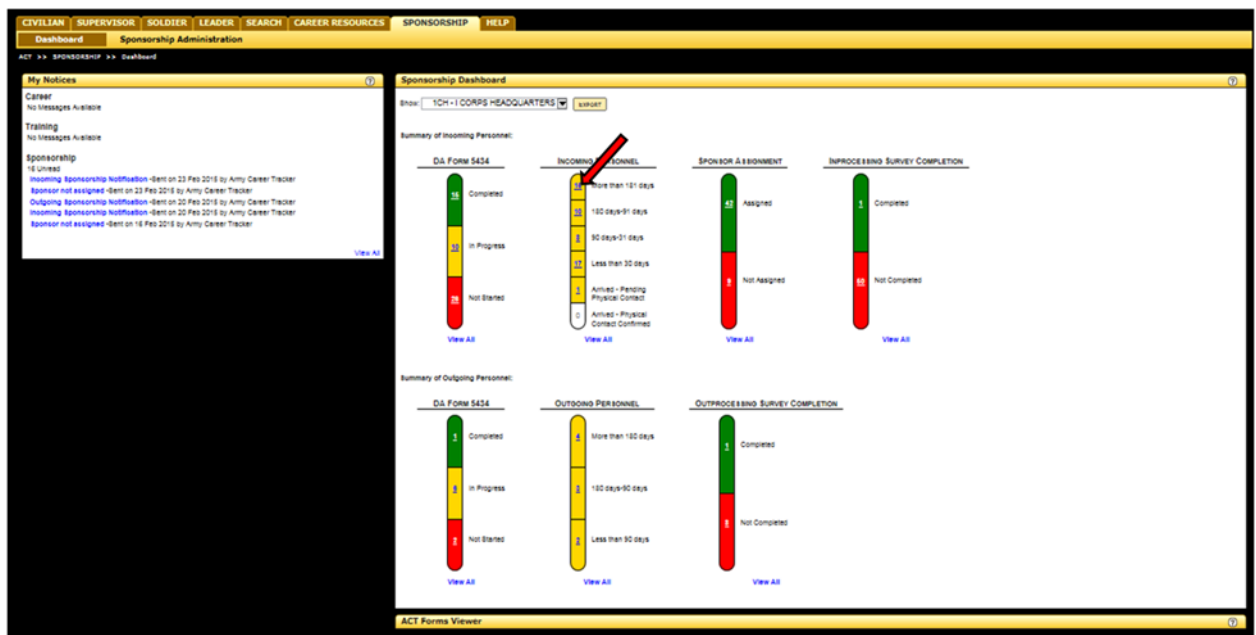


**Figure 4-1. Sponsorship Dashboard (Incoming Personnel)**

   **b.**  When the list of incoming Soldiers is displayed it is necessary to edit the Gaining UIC to reflect the organization to which they will be assigned.  Simply click the "edit" button under the "Gaining UIC" column to manipulate this data (see figure 4-2).

**Figure 4-2. Assign Gaining Unit to Incoming Soldier**

    **c.** When this step is completed a drop box will appear with available units within the SPMs organization.  Select the appropriate gaining unit and press the "submit" button to confirm the selection.

    **d.** Ensure this step is taken for ALL incoming personnel identified within the ACT system, regardless of associated timeframes.  SPMs should make changes if unit assignments are amended.

    **e.** This ACT requirement does not alleviate the responsibility of manually tracking inbound personnel for the strength manager IAW applicable regulations, policies and unit SOPs.

**2.  Assign sponsors to incoming Soldiers:**  SPMs ICW commanders will appoint sponsors for incoming Soldiers as their units are identified and NLT 10 days after the Soldier is reflected as incoming within ACT.   If incoming personnel are not reflected in ACT, manual DA Form 5434s will be completed and forwarded to the respective commands listed in AR 600-8-8, table 2-2 within 10 days of receipt.

    **a.** For Soldiers identified as incoming within ACT, SPMs will contact the gaining command and request a sponsor. Sponsors will adhere to the stipulations outlined in Chapter 1, paragraph 2.  To accomplish this task within ACT, first select the hyperlink for personnel who have not been assigned a sponsor (see figure 4-3).
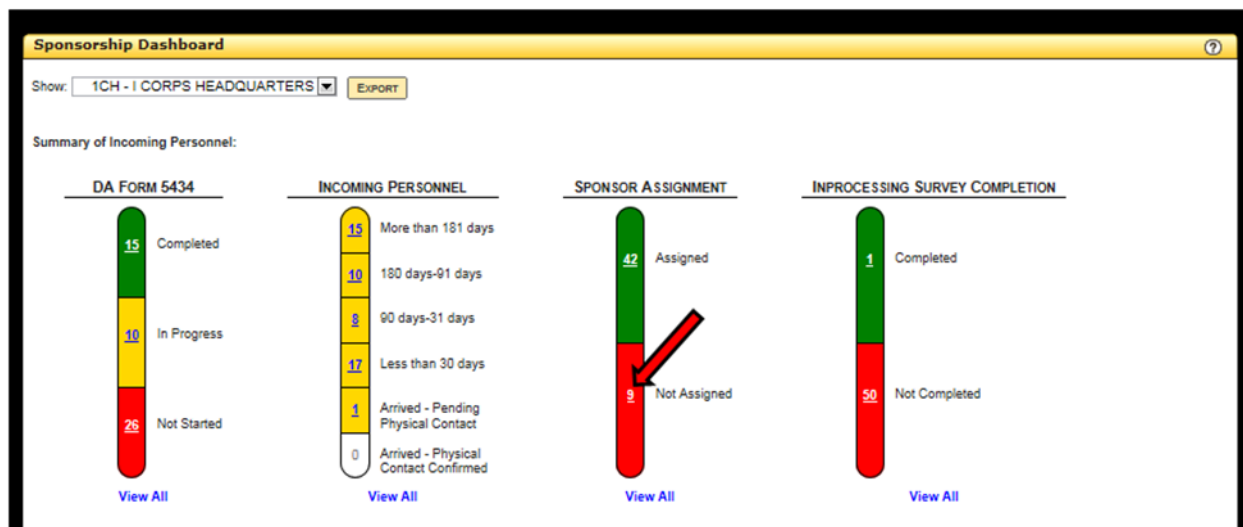
**Figure 4-3. Appointing a Sponsor**

**b.** Once the names of unsponsored personnel has populated, "select" the individual for sponsorship and click the "add" tab at the bottom to designate a specific person to be appointed as sponsor for that individual (see figure 4-4).
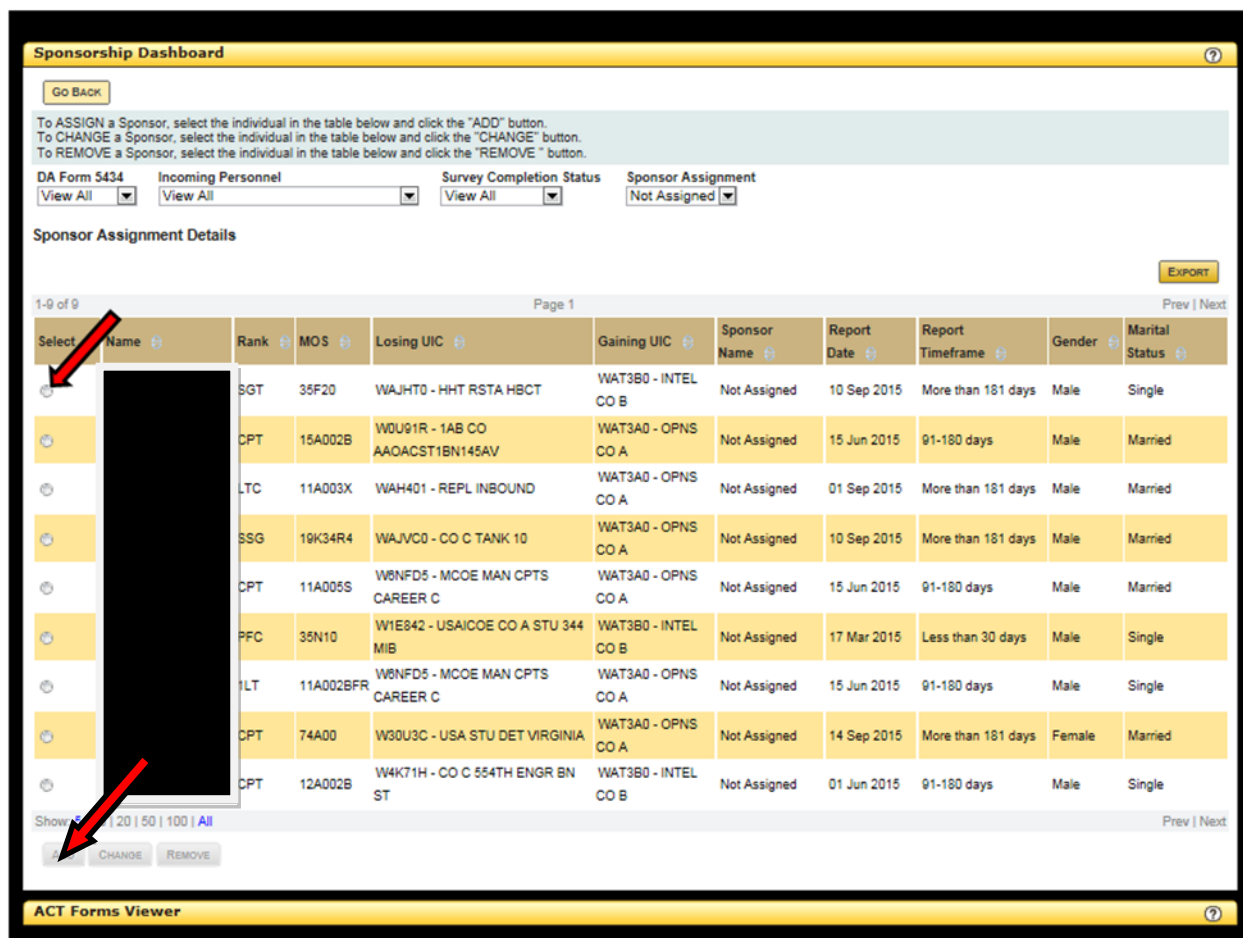


**Figure 4-4. Select Soldier for Sponsorship**

**c.** A pop-up screen will appear for the SPM to assign a sponsor once they have received the appointment order from the commander (see figure 4-5). Complete all required fields and hit "submit" to assign a sponsor. Only personnel within the SPM's command will populate when assigning a sponsor for the incoming Soldier.



**Figure 4-5. Selecting Sponsor**

**d.** Once a sponsor has been selected, the SPM will receive a prompt to send a welcome letter, which must be completed before assignment is confirmed (see figure 4-6). A Welcome Letter dialogue box will display which will require additional data fields to be populated (see figure 4-7). Ensure this is completed by previewing the letter for accuracy, then close the window (see figure 4-8), and click "submit."



**Figure 4-6. Welcome Letter Verification**

**Figure 4-7. Welcome Letter Preparation**



**Figure 4-8. (ACT Welcome Letter Review)**

**e.** In addition to appointing sponsors within ACT, and manually as required, SPMs will continually monitor ACT and gains rosters to ensure that all incoming Soldiers have been appointed sponsors within 10 days.

**f.** SPMs will ensure that battalion command and command sergeant major sponsor letters are sent to incoming Soldiers as soon as possible.

**3. Brigade/Battalion Commander and/or Command Sergeant Major welcome letter.** As incoming personnel are identified, SPMs will send a welcome letter from the commander (for all officers), CSM (for all enlisted) or activity director (for DA Civilian employees). This can be accomplished through the United States Postal Service or e-mail (recommended) NLT 10 days of notification of inbound Soldier/DA Civilian employee.

**4. Monitor in-processing sponsorship survey.** In order to measure the effectiveness of the organization's sponsorship program, ACT has an automated Sponsorship Program Survey to be completed by in-processing personnel. SPMs must work with commands to ensure these surveys are completed by the newly assigned Soldier. Findings from these surveys will help further refine and improve the program within the unit.

**5. Sponsorship Program Manager roles.** The installation sponsorship manager will grant access to two program managers per brigade to the ACT sponsorship portal and corresponding roles. Brigade SPMs will grant SPM access to two battalion managers in order for them to accomplish their assigned duties and responsibilities.

**6. Outbound sponsorship.** Sponsorship does not solely focus on inbound personnel; it pertains to Soldiers departing the organization and installation as well. The same amount of effort allocated to inbound personnel will be provided to those departing the unit. SPMs will ensure that the DA Form 5434 for outbound personnel and out-processing sponsorship surveys are completed and will monitor the progress of sponsorship for the outbound Soldier/employee and assist as necessary (see figure 4-9).
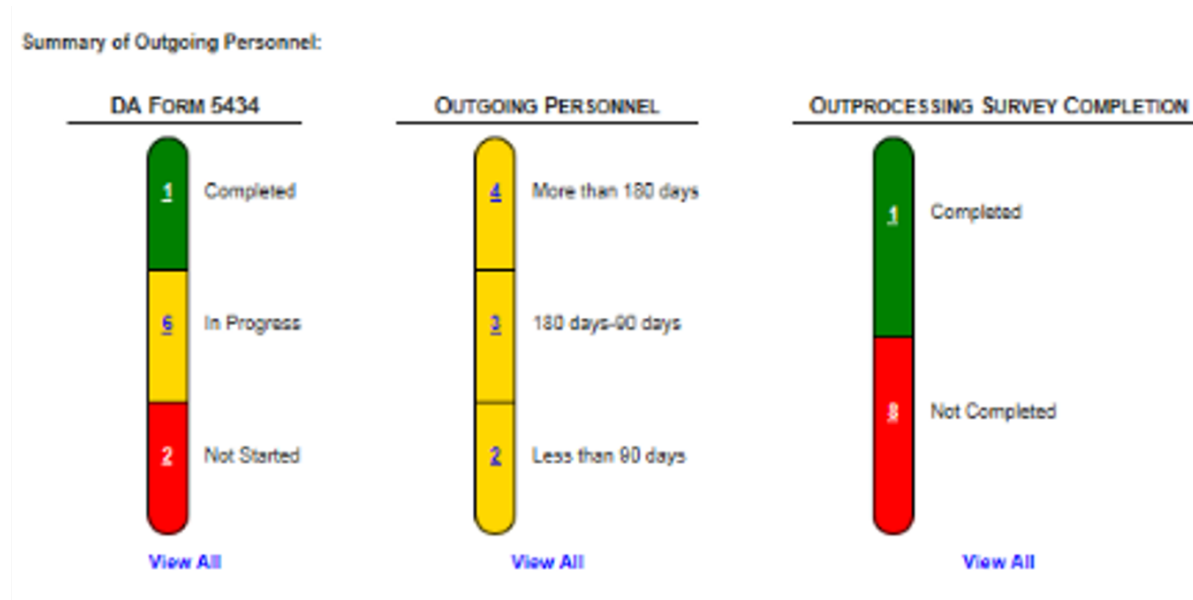


**Figure 4-9. Outbound Sponsorship**

# Chapter 5 –Sponsor Responsibilities

The sponsor is the most vital component in a successful and effective sponsorship program.  Sponsors represent the first impression of the new organization for an incoming Soldier or DA Civilian employee.  Only those individuals who can represent the gaining unit or activity in a positive manner should be selected as sponsors.

**1.  Sponsor responsibilities pre-installation arrival.**  There are several tasks that need to be accomplished by the sponsor prior to the actual arrival of the Soldier/DA Civilian employee.  The following provide the required steps to be completed prior to inbound installation arrival:

   **a.**  Sponsor training.  Sponsors are required to be formally trained prior to assuming duties as an appointed sponsor.  Training will be completed upon notification of being a sponsor which includes being identified as a reactionary sponsor for the unit.

   **i.**  Training will be conducted utilizing the Army Training Requirement and Resource System (ATRRS).  The sponsorship training can be found at https://www.atrrs.army.mil/selfdevctr/ or through Army Knowledge Online (AKO) (Self-Service-My Education-ATRRS).  Search "Total Army Sponsorship Training Course", course number 1B-F43 (V).  Click "register" and fill out the application (see figure 5-1).



**Figure 5-1.  ATRRS Sponsorship Course**

   **ii.**  Once the sponsor has received notification they have been enrolled into the course log in to https://www.lms.army.mil or go to AKO (Self Service-My Education-ALMS-Assigned Learning).  Under the "Assigned Learning" hyperlink, TASP training course will be listed (see figure 5-2).

**Figure 5-2. ALMS Course Screen**

**iii.** When the course is listed, proceed to the "In-Progress Learning" hyperlink and select the appropriate course. Once the course screen is displayed, select "Launch" to begin the training (see figure 5-3).



**Figure 5-3. Launch Sponsorship Training Screen**

**iv.** After training is complete, sponsors will print their completion certificate and provide it to the SPM. Click on the "Courses or Certifications" hyperlink on the left hand side of the screen and find the Total Army Sponsorship Training Course. To the far right, find the "Actions" hyperlink which will provide a drop-down; select "Print Certificate" (see figure 5-4).

**Figure 5-4. Print Certificate Screen**

**b.** Sponsor letter. Sponsors will forward a welcome letter to the incoming Soldier or DA Civilian employee within 10 calendar days of appointment. Welcome letters will be sent via ACT as applicable or otherwise via USPS or email. ACT instructions are as follows:

**i.** Utilizing the ACT sponsorship web-portal (https://actnow.army.mil), sponsors will identify the person they are responsible for assisting. They will "create a new recommendation" to begin drafting a welcome letter (see figure 5-5).



**Figure 5-5. Sponsor Page**

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**ii.** Next the sponsor will select the appropriate checkbox for the PCS-ing individual (see figure 5-6).



**Figure 5-6.  Recommendation Notice**

**iii.** At this point the sponsor will create an email to the inbound Soldier/DA Civilian employee. The email must contain a work address, email and telephone number where the sponsor may be reached. Sponsors are encouraged, but not required, to include their home address, email and telephone number to facilitate contact.  Information requested on DA Form 5434 will be included with the letter.  Other information that may be needed in advance of arrival, such as in formation on the unit or activity, should also be provided.  Sponsor will select "career" and change the "notice of expiration date; he/she may place this as a high priority as well (see figure 5-7).



**Figure 5-7. Welcome Letter Initiation**

**iv.** Once the letter is written simply scroll to the bottom of the window and select the "submit recommendation" and then "close" buttons to complete the action (see figure 5-8).



**Figure 5-8. Welcome Letter Submission**

**c.** DA Form 5434. Section 3 (Gaining Unit/Activity Information) of the DA Form 5434 must be completed by the sponsor. If the DA Form 5434 is not received via ACT, it will be completed and sent to the applicable commander listed in AR 600-8-8, table 2-2. The steps to complete this portion on the ACT portal are listed below:

**i.** The sponsor is first notified they have a DA Form 5434 awaiting them from the inbound individual. From the sponsor home page within ACT under the "My Notices" portal, on the left hand side, select the "DA Form 5434 – Form Creation" hyperlink under sponsorship (see figure 5-9).
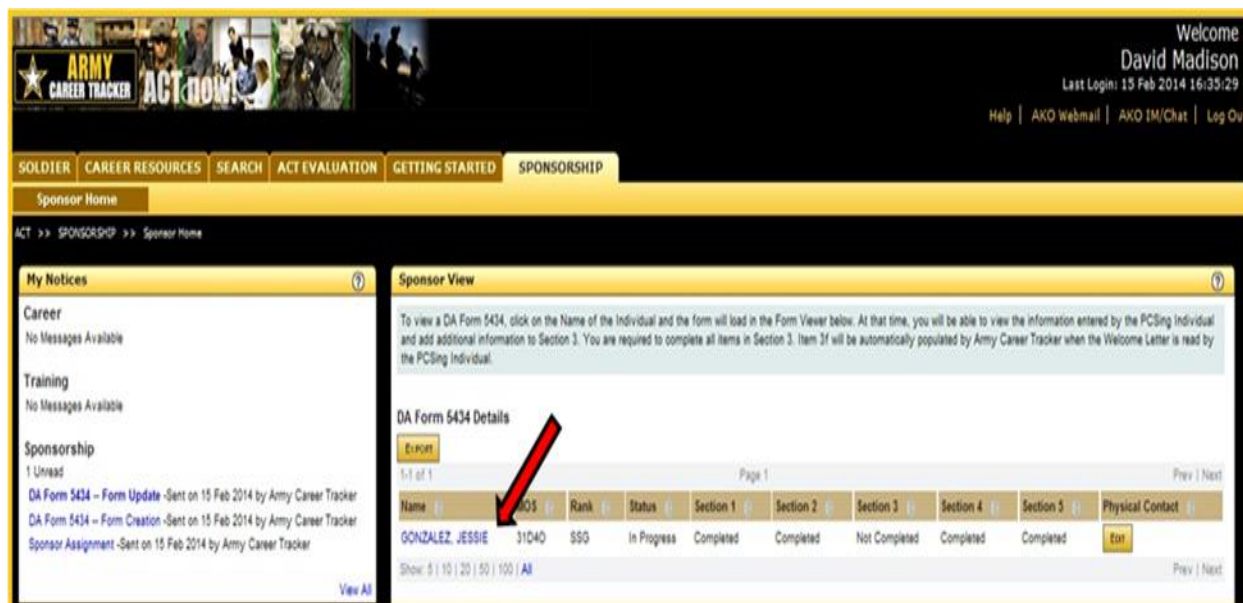


**Figure 5-9. Initiated DA Form 5434**

**ii.** Once the sponsor has received and read the notification (see figure 5-10) they can close the document and proceed to complete section 3 of DA Form 5434.
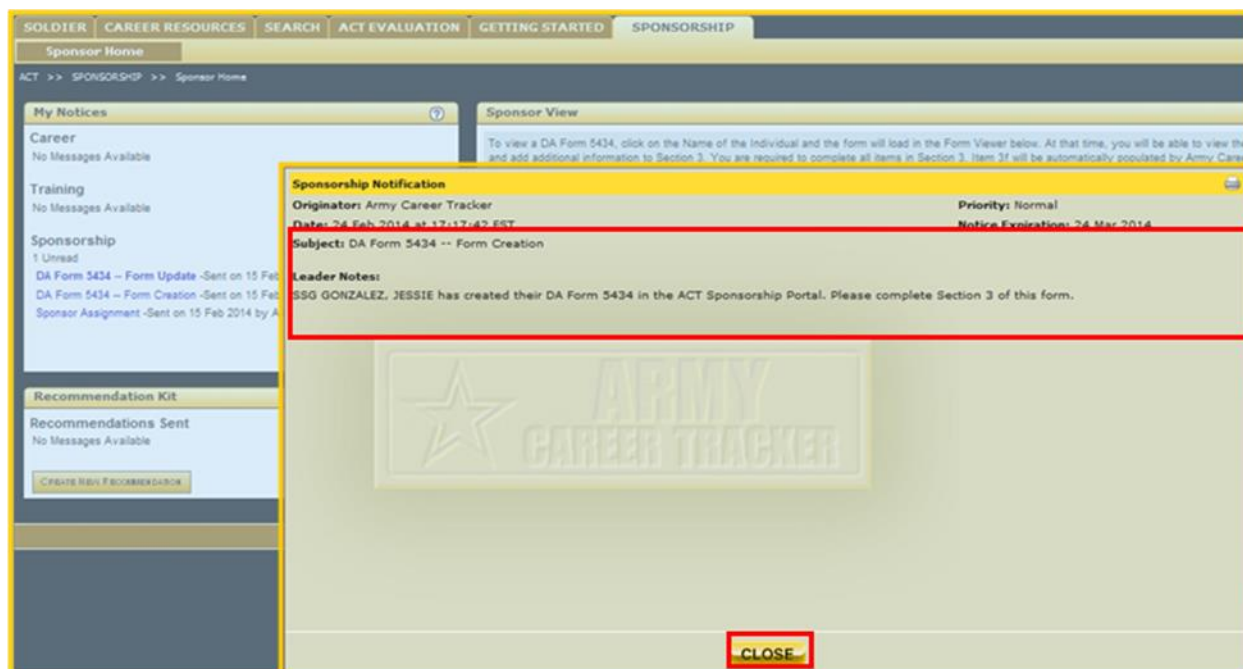


**Figure 5-10.  DA Form 5434 Notification**

**iii.** The next step is to input the necessary information into the DA Form 5434, section 3.  The sponsor will enter the ACT portal under the sponsorship tab and click on the name of the individual they have been appointed to sponsor (see figure 5-11).



**Figure 5-11.  Inbound Soldier/DA Civilian Employee**

**iv.** The automated DA Form 5434 is displayed.  The sponsor can then scroll down to section 3 and complete fields a through e (see figure 5-12), and scroll to the bottom of the page and click "save."

**Figure 5-12. DA Form 5434, Section 3**

**v.** Once the sponsor has saved the data, he/she can return to the sponsor screen and verify section 3 has been completed.

**d.** Initiate telephone or email contact within 72 hours after being notified of sponsorship duties.

**e.** The sponsor will answer follow-up correspondence from the incoming Soldier or DA Civilian employee within 10 working days of receipt of correspondence.

**f.** Arrange for temporary lodging and local transportation to be available upon arrival of incoming Soldier or employee and family, if required.

**2. Sponsor responsibilities upon installation arrival.** Several actions occur once the Soldier/DA Civilian employee and their Families arrive to the installation. Depending on the specific needs and how sponsorship was performed prior to arrival, the inbound individual may require additional assistance after the initial greeting. Some of the installation arrival tasks that should be completed include:

**a.** Sponsor will greet the incoming Soldier or DA Civilian employee and Family upon arrival. Specifics (arrival time/date) should be worked out between the sponsor and incoming personnel prior to arrival, but will be NLT first day of in-processing. Once physical contact is established, update ACT accordingly.

**i.** Log into the ACT sponsorship portal and locate the sponsored Soldier/employee and click the "edit" button under the Physical Contact tab (see figure 5-13).

**Figure 5-13. Sponsor Physical Contact**

**ii.** On the edit page, choose the calendar option and the corresponding date physical contact was made with the Soldier/employee. Once the date has been annotated, press "submit" to save the changes (see figure 5-14).



**Figure 5-14. Physical Contact Date Edit**

**b.** Sponsors of first-term Soldiers will remain sponsors to the inbound Soldier for a period consistent with the needs of the individual.

**c.** Sponsors of first-term Soldiers will take a more involved role in order to orient inbound Soldiers to their new surroundings, in all aspects of Army life, and to provide support and assistance during the transition period. This has the potential to mitigate the risk of the likelihood or opportunity for sexual assault, misconduct and suicide gestures/attempts during the Soldier's first year in the unit.

**d.** The sponsor should familiarize the new Soldier or DA Civilian employee and Family to the unit or activity and community, including an early visit to ACS. This general orientation should be in addition to the formal orientation briefings the new arrival receives during in-processing.

**e.** Escort the Soldier/employee and their Family to temporary lodging as needed, and ensure basic needs are met (meals, pets, and emergency contact numbers).

**f.** Assist with children's school selection, school registration or CYSS registration (if applicable).

**g.** Assist with locating temporary transportation (public transportation, carpool, rental car, etc.), if needed.

**h.** Provide a tour of the community. Ensure to include places relevant to the person being sponsored (PX, gas station, medical treatment facility, gym, commissary, veterinary services, etc.).

**3.** Sponsors will continue to assist new Soldiers/employees until no longer needed by the individual or their Family (as determined by the new arrival) or officially relieved of duties by the commander.

# Chapter 6 – JBLM Best Practices for Sponsorship

The JBLM Sponsorship Task Force has compiled numerous best practices and lessons learned. These are listed to aid commanders refining their sponsorship programs. They are not the only practices that exist, but serve as a foundation from which to build a robust unit-level sponsorship program.

**1.** Creating policy letters that clearly states the commander's intent and expectations, as well as the duties and responsibilities of subordinate commanders. This holds commanders accountable for the effectiveness of their programs as well as creates a baseline for which to develop their own programs. Below are a few essential aspects to include in a sponsorship policy letter:

        a. Every incoming Service Member and Family is sponsored prior to and upon arrival.

        b. Brigades and Battalions designate a Command Sponsorship Coordinator (primary and alternate).

        c. Sponsors will be appointed within 10 working days from receipt of a sponsorship request or the date the Service Member is identified as a gain to the unit.

        d. Sponsors have 10 working days from designation to contact the inbound Service Member.

**2.** The DHR Sponsorship Liaison and the Sponsorship White Cell will continually monitor ACT and contact G1/S1s when a sponsor is not identified for inbound Soldiers/employees. With this added level of oversight, inbounds not having assigned sponsors will be kept to a minimum.

**3.** Sponsor/New Service Member link-up will occur during installation in-processing; G1/S1 representatives are present to ensure effective sponsor link-up. The importance of physical contact between the inbound and sponsor prior to unit/activity arrival cannot be understated. Demonstrating the importance of taking time to meet a newly arrived Soldier/employee and their Family upon arrival to the installation represents the command in a positive light and aids full integration into the organization.

**4.** A Command representative administers the survey during in-processing to assess a Service Member's satisfaction with their sponsorship experience. It has been observed that once Soldiers/employees arrive to the unit, there are challenges with completing the ACT sponsorship portal's sponsorship survey. Completing surveys during in-processing allows inbound members the time to immediately highlight area of potential improvement and helps to solve challenges early in the process. Having a command representative administer these surveys enhances the emphasis of the sponsorship program and helps the incoming individual successfully integrate into the unit.

**5.** G1 produces sponsorship reports containing statistics based on survey results; sponsorship reports are compiled, analyzed and disseminated to BDE command teams and S1s in order to ascertain the effectiveness of unit sponsorship programs. Surveys will be non-attributional and will be used to improve programs. Those programs and processes demonstrating exemplary performance will be shared across the installation so that all may benefit.

**6.** Monthly G1 Reviews to discuss issues, trends and best practices. Sharing of knowledge benefits organizations at all levels to improve existing sponsorship programs.

# Appendix A:  References

**1.**  Army Regulation 600-8-8, The Total Army Sponsorship Program, dated 4 April 2006.

**2.** HQDA EXORD 018-12, The Total Army Sponsorship Program, dated 3 November 2011.

**3.** Army Family Action Plan Issue 609, Total Army Sponsorship Program (TASP), dated 15 March 2012.

**4.** I Corps, Inspector General Inspection Final Report – Total Army Sponsorship Program (TASP), 3rd Quarter, FY13, dated 27 September 2013.

# Appendix B:  Sponsorship Points of Contact

1.  I Corps G1, Sponsorship Program Manager, (253) 477-0143.

2.  JBLM, Directorate of Human Resources, (253) 966-8287.

3.  JBLM Military Personnel Division, (253) 968-7922.

4.  JBLM Sponsorship Liaison (Inbound), (253) 967-4512.

5.  JBLM Sponsorship Liaison (Outbound), (253) 967-1477.

6.  JBLM Sponsorship White Cell, (253) 966-9308, (253) 967-2458/4512/1173/3341.

7.  Unit Sponsorship Managers POC information can be found at http://www.lewis-mcchord.army.mil/dhr/ag/sponsorship-contacts.html#icorps_anchor.

## Appendix C:  DA Form 5434, Sponsorship Program Counseling and Information Sheet

### SPONSORSHIP PROGRAM COUNSELING AND INFORMATION SHEET
For use of this form, see AR 600-8-8; the proponent agency is ACSIM.

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

**AUTHORITY:** Title 5, USC Section 301.

**PRINCIPAL PURPOSE:** Personnel service support. To counsel Soldier or civilian employee about sponsorship program entitlements, and provide information to gaining battalion or activity of new members.

**ROUTINE USES:** None. The DoD Blanket Routine Uses set forth at the beginning of the DoD's compilation of systems of records notices may apply to this system.

**DISCLOSURE:** Mandatory for service members. Nondisclosure may prevent participation in the sponsorship program.

1. NOTE: Soldiers/Family members/Civilians may retrieve information regarding their new assignment at Army Knowledge Online - https://www.us.army.mil

☐ I have been counseled on the **Total Army Sponsorship Program**

FOR CIVILIAN EMPLOYEES ONLY: ☐ I would like to have a sponsor assigned to me. *(Complete remainder of form.)*
☐ I decline the offer of sponsorship. *(Complete Section 1 only.)*

Typed or Printed Name: _____ Rank/Grade: _____

MOS/Branch/Civilian Occupational Series: _____ Signature: _____ Date: _____

2. ARRIVAL INFORMATION TO ASSIST GAINING UNIT OR ACTIVITY: *If additional space is necessary, please attach your documentation to the form)*

a. I *(Rank/Grade and Name):* _____ , am on assignment to *(Gaining installation):* _____ and expect to arrive on/about *(Month and Year):* _____

b. Soldier's/Civilian's contact information:

Current Unit/Activity Address: _____

DSN Phone number: _____ Cell Phone number: _____ Email address: _____

Other *(i.e., Social Media):* _____

Leave Address and Phone number at this address until: _____

c. Status *(check one):* ☐ Married-accompanied ☐ Single-accompanied ☐ Married-unaccompanied ☐ Single-unaccompanied

d. Accompanied by Family members:

| NAME | AGE | SEX | RELATIONSHIP | Exceptional Family Member Program (EFMP) |
|------|-----|-----|--------------|------------------------------------------|
| | | ▼ | | ☐ Yes ☐ No |
| | | ▼ | | ☐ Yes ☐ No |
| | | ▼ | | ☐ Yes ☐ No |
| | | ▼ | | ☐ Yes ☐ No |
| | | ▼ | | ☐ Yes ☐ No |

3. GAINING UNIT/ACTIVITY INFORMATION: *If additional space is necessary, please attach your documentation to the form)*

a. Gaining Unit/Activity: _____
b. Unit CDR/Supervisor: _____
    Phone number: _____
    Email address: _____
c. Unit sponsor: _____
    Phone number: _____
    Email address: _____
d. Unit 1SG/Supervisor: _____
    Phone number: _____
    Email address: _____
e. TASP Unit Coordinator: _____
    Phone number: _____
    Email address: _____
f. Date of initial contact: _____

4. LOSING UNIT/ACTIVITY INFORMATION: *If additional space is necessary, please attach your documentation to the form)*

a. Losing Unit/Activity: _____
b. Unit CDR/Supervisor: _____
    Phone number: _____
    Email address: _____
c. Unit 1SG/Supervisor: _____
    Phone number: _____
    Email address: _____
d. TASP Unit Coordinator: _____
    Phone number: _____
    Email address: _____

5. FAMILY CONSIDERATIONS: *If additional space is necessary, please attach your documentation to the form)*

a. Housing requirements (check one):
    ☐ On-post housing ☐ Off-post housing
b. Pets: ☐ Yes ☐ No
    If yes, list pet and type: _____
c. Child care requirements: ☐ Yes ☐ No
d. Spousal Employment Info: ☐ Yes ☐ No
    If yes, list type of work: _____
e. List of local schools: ☐ Yes ☐ No
f. Contact by Unit Family Readiness Group *(FRG):*
    If yes, list Email address: ☐ Yes ☐ No
g. Additional comments: _____

**DA FORM 5434, DEC 2012**     PREVIOUS EDITIONS ARE OBSOLETE.     APD LC v1.02ES

## Appendix D – DA Form 7274, Sponsorship Program Survey

## SPONSORSHIP PROGRAM SURVEY
For use of this form, see AR 600-8-8; the proponent agency is ACSIM.

| UNIT OR ACTIVITY | RANK/GRADE |
|---|---|
| | |

This survey is being conducted as part of a continuing effort to improve the sponsorship program.
INSTRUCTIONS: Check the appropriate box for each question or write in the information requested.

**1. Were you offered a sponsor either before or after arrival?**
☐ Yes          ☐ Yes, but I declined          ☐ No

| 2. If you had a sponsor, when did that sponsor first contact you? | 4. How helpful was your new unit or activity during your PCS move? |
|---|---|
| a. 90 or more days prior to my arrival | a. Extremely helpful |
| b. Less than 90, but more than 30 days prior | b. Very helpful |
| c. 30 or less days prior | c. Moderatley helpful |
| d. Upon arrival at the installation | d. Slightly helpful |
| **3. How helpful was your sponsor during your PCS move?** | e. Not at all helpful |
| a. Does not apply; I did not have a sponsor | **5. How helpful was your old unit or activity during your PCS move?** |
| b. Extremely helpful | a. Extremely helpful |
| c. Very helpful | b. Very helpful |
| d. Moderately helpful | c. Moderately helpful |
| e. Slightly helpful | d. Slightly helpful |
| f. Not at all helpful | e. Not at all helpful |

6. Using the scale below, indicate how helpful each type of service below was for you *(and your family)?* Mark a response for each.

a. Did not need the service
b. Service was not available
c. Extremely helpful
d. Very helpful
e. Moderately helpful
f. Slightly helpful
g. Not at all helpful

| | a | b | c | d | e | f | g |
|---|---|---|---|---|---|---|---|
| Letter from your sponsor | | | | | | | |
| Welcome packet | | | | | | | |
| Installation newcomer orientation | | | | | | | |
| Unit orientation | | | | | | | |
| ACS overseas orientation briefings | | | | | | | |
| ACS overseas video | | | | | | | |
| ACS individual relocation counseling | | | | | | | |
| ACS automated relocation information system | | | | | | | |

| 7. Overall, how satisfied are you with the sponsorship assistance you received at your current location? | 8. Overall, how well is the sponsorship program working? |
|---|---|
| a. Very satisfied | a. Very well |
| b. Satisfied | b. Well |
| c. Neither satisfied nor dissatisfied | c. Not sure |
| d. Dissatisfied | d. Poorly |
| e. Very dissatisfied | e. Very poorly |

**9. Why is the sponsorship program not working well? Mark all that apply.**

| | |
|---|---|
| a. Does not apply; it is working well | |
| b. Sponsors are not carefully selected | |
| c. Sponsors are not well informed or trained | |
| d. Sponsors do not take the job seriously | |
| e. Commanders do not fully support the program | |
| f. Soldiers or civilian employees do not know about it | |

g. Other reason

DA FORM 7274, JUN 1993                                                              APD LC v2.01

# **Appendix E – Sponsorship Checklist**

| TRAINING AND EVALUATION OUTLINE G1 OIP Checklist | | FUNCTIONAL AREA SPONSORSHIP (MSC) | REVISION DATE 1-Nov-14 | REVIEW DATE 1-Nov-15 | |
|---|---|---|---|---|---|
| **PROPONENT** G1 | **TELEPHONE** 477-0129 | **UNIT EVALUATED** | | **DATE** | page 1 of 2 |
| **DCSPER** | | **POINTS** | | *Requires a "GO" on critical items. | |
| | | Value | Earned | REMARKS | |
| **Standards** | | | | | |
| 1. Are outbound Soldiers completing DA Form 5434 during the initial reassignment interview? (IAW AR 600-8-8, para 2–6) | | 5 | | | |
| 2. Are outbound civilian employees completing DA Form 5434 within 3 working days of selection notification and acceptance of position? (IAW 600-8-8, para 2–7) | | 5 | | | |
| 3. Are outbound Soldiers offered out-sponsorship assistance? (para 2–2) | | 5 | | | |
| 4. Are outbound civilian employees offered out-sponsorship assistance? (para 2–2) | | 5 | | | |
| 5. Are outbound Soldiers being referred to ACS during the initial reassignment interview? (para 2–6) | | 5 | | | |
| 6. Are outbound civilian employees being referred to ACS following selection notification and acceptance of position? (para 2–7) | | 5 | | | |
| 7. Are outbound Soldiers in ranks of private through colonel (excluding AIT Soldiers and Soldiers making PCS moves to student detachments at long-term schools) receiving advance arrival sponsorship, unless declined? (para 2–2) | | 5 | | | |
| 8. Are outbound civilian employees through grade 15 receiving advance arrival sponsorship, unless declined? (para 2–2) | | 5 | | | |
| 9. Are new arrivals receiving reactionary sponsorship, unless declined? (para 2–2) | | 5 | | | |
| 10. Are incoming Soldiers and civilians appointed sponsors within 10 calendar days of receiving DA Form 5434, unless declined? (para 2–8) | | 5 | | | |
| 11. Is welcome letter forwarded from battalion (activity) commander or command sergeant major to incoming Soldier within 10 calendar days following receipt of DA Form 5434? (para 2–11) | | 5 | | | |
| 12. Are welcome letter and information forwarded from sponsor to incoming Soldier within 10 calendar days following appointment of sponsor? (para 2–11) | | 5 | | | |
| 13. Is welcome letter forwarded from commander or activity director to incoming civilian employee within 10 calendar days following receipt of DA Form 5434? (para 2–11) | | 5 | | | |
| 14. Are welcome letter and information forwarded from sponsor to civilian employee within 10 calendar days following appointment of sponsor? (para 2–11) | | 5 | | | |

## Appendix E – Sponsorship Checklist (Continued)

| | | | |
|---|---|---|---|
| **15. Are inbound Soldiers and civilians completing DA Form 7274  (para 1–4)** | **5** | | |
| **16. Are arriving Soldiers and civilians receiving an early orientation visit to ACS? (para 2–16)** | **5** | | |
| **17. Are sponsors being trained? (para 2–3)** | **5** | | |
| **18. Is ACS providing, upon request, a sponsor training support package and other assistance to train sponsors? (para** | **5** | | |
| **19. Is ACS relocation readiness services supporting sponsorship with counseling, welcome packets, pre-move destination information (including the Standard Installation** | **5** | | |
| **20. Is the MSC verifying the quality of subordinate organizaiton sponsorship programs using CIP Checklists and AR 600-8-8, Appendix B (B-1)?** | **5** | | |
| **TOTAL:** | **100** | | |

| INSPECTED AREA | POINTS | | | | RATING (circle one): | | |
|---|---|---|---|---|---|---|---|
| | POSSIBLE | AWARDED | % of Score | Area Rating | **C** | Commendable (100% of possible points) | |
| **SPONSORSHIP** | **100** | | | | | | |
| | | | | | **T** | Trained (80% to 99% of possible points) | |
| | | | | | | | |
| | | | | | **P** | Practice (65% to 79% of possible points) | |
| | | | | | | | |
| | | | | | **U** | Untrained (less than 65% of possible points) | |
| | | | | | | | |
| | | | | | **TOTAL SCORE ACHIEVED** | | |
| **TOTAL:** | **100** | | | | | | |

**Inspector Notes:**

**Note: Regardless of the total point value assigned to any sub area of inspection, any shortfall item that is deemed CRITICAL will result in that particular sub area being rated a "U".**

| | References |
|---|---|
| 1. | **AR 600-8-8, The Total Army Sponsorship Program, 4 Apr 06** |

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